



AMSC News



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AMSC News

This is a quarterly online publication that provides a forum to promote the delivery and development of civilian and military leadership education. An editorial board reviews content prior to publication. Reprints and forwarding of articles from this publication are permitted only if the author and AMSC are credited. AMSC is distributed via a listserv of more than 10,000 subscribers.

Commandant's Corner



COL Garland H. Williams
AMSC Commandant

Welcome back to *AMSC News*! We had many positive comments on the thematic focus and the easy-to-read format of our last issue; therefore, we present this issue in a similar vein but with an emphasis on organizational culture. The question of the week is "can a leader influence his organization's culture?" This is important as organizational culture expresses an organization's worldview, philosophy, and attitude, and goes far towards achieving organizational success. Along with the explicit statements, it includes all of the unspoken understandings about how work is done, how people interact, how decisions are made, and many other small details of life in the organization.

This may be outside the conscious awareness of the members of the organization and is part of their tacit knowledge - those things they know, but don't know they know. It is not necessarily an abstraction, but it may be rather personal. Because employees often model their behavior after their leaders, people in any given organization tend to behave in similar ways.

If that is true, how can leaders influence organizational culture? Linda Ford, in her book, "The Fourth Factor", says that a crucial step in creating a positive organizational culture is to mirror the behaviors that will drive that culture. She tells leaders to:

Question Rigorously	Balance telling and asking.
Include Respectfully	Consider all ideas on their merits.
Commit Responsibly	Hold each other accountable as peers; team decisions are supported both verbally and with actions by each team member.
Experiment Relentlessly	If something isn't working, try something else.
Integrate Radically	Connect with your stakeholders, not just your data.
Connect	Really be clear and direct in your communication, and listen to your intuition.

Once you have identified the behaviors to drive your organization's culture, you have to clearly announce your intentions to your organization, be the message by aligning your own behavior with your message, and then second nature the behaviors in a consistent way so that it becomes habit in your organization. As a leader, you have the power to drive your organizational culture in a positive direction and your people are looking to you for that guidance. Do not let them down – provide the direction using Ford's model and then watch it take off. I think you will be astounded at what you and your people can accomplish.

Again, welcome back to *AMSC News* – we hope you enjoy this issue and, as always, we look forward to your comments.

Overcoming resistance to change

Pamela Raymer, Ed.D.
Dean of Academics



Pamela Raymer, Ed.D.
Dean of Academics

Leaders confront resistance to change at all levels within the organization. Everett Rogers has researched innovation for decades and provides insight into factors associated with this resistance as well as ways to overcome it.

He details the history behind the QWERTY keyboard as a classic example of resistance to change. Since keys often jammed, the QWERTY keyboard (its name comes from the first six characters seen in the far left of the keyboard's top first row of letters) was designed to slow down typists. Despite

the approval over 60 years ago of an alternative keyboard that is much more efficient by shifting 56 percent of the work to the stronger right hand and 70 percent of the work to the home row where most of the typing occurs, almost all typists still use the inefficient QWERTY keyboard (Rogers, 1995).

In his classic work, "Diffusion of Innovation" (currently in its fifth edition), Rogers details five adopter categories—the most widely used categorization in diffusion research today. These five categories are: Innovators (Venturesome), Early Adopters (Respect), Early Majority (Deliberate), Late Majority (Skeptical) and Laggards (Traditional). Rogers' research indicates that less than 3 percent of the population are innovators, approximately 14 percent are early adopters, 34 percent are early majority, 34 percent are late majority and 16 percent are laggards.

How can this knowledge help leaders? If leaders are Innovators (those who bring new ideas to the organization), it is important for them to know that they have significantly less ability to influence people within the organization than the second category, the Early Adopters. Early Adopters are generally more closely aligned with the peer group and are trusted more than Innovators, who are perceived as outliers and too different from everyone else. Innovators (the change agents) must rely on opinion leaders from within the Early Adopter group to facilitate the desired change. Opinion leaders reduce uncertainty about the innovation by adopting it and providing feedback to other members.

Most of us are Laggards in some aspects of our lives (the last to switch to an innovation), whether it be the latest electronic gadget or a change at work, while we may be Early Adopters in other areas and even Innovators in other areas.

For innovative leaders wishing to make changes in the organization, finding and supporting opinion leaders within the Early Adopter category is critical to the success of any initiative within the organization.



"The things we fear most in organizations—fluctuations, disturbances, imbalances—are the primary sources of creativity."

Margaret J. Wheatley



Letters to the Editor

Make Your Voice Heard

By Sedika Franklin

Operations Specialist



Your opinion matters and we want to hear it. Maybe you noticed some changes in *AMSC News*, an author piqued your interest and you want more information or you have something to add. Let us know.

AMSC News is an organizational publication that provides current Civilian Education System, Command Programs and other pertinent leadership and management information to the Army Civilian Corps.

As a member of the *AMSC News* community, you are in a prime position

to share your knowledge and/or experiences by sending your remarks (limited to 250 words) to amsnewsletter@conus.army.mil

Here is a look at a few of the notes we received regarding the July edition:

"Great summer edition!"

-Earl Groves, USACE

"...very nicely done -- inviting and easy to read!"

-COL Thomas Weafer, TRADOC

"This is a great newsletter! Thanks for the info. I can tell much thought has been put into it, so just want you to know it is being read and is appreciated."

-Beth Lawson, ALMC



AMSC announces Annual Leadership Symposium

AMSC proudly presents its 4th Annual Leadership Symposium: "Navigating New Challenges."

Join us January 27-29, 2009 at AMSC, Fort Belvoir, Va. Guest speakers will range from senior leaders in the Army and Department of Defense to best-selling book authors and motivators.

Symposium Registration will open on October 14, 2008. Check the AMSC web page for details.

Student Perspective on Organizational Culture

Name the top three things that are necessary to promote a positive organizational culture?



Shane Rich
Quality Assurance

Officer
CASCOT, Fort Lee, Va.
Advanced Course 08-05
Graduate

“Care. To quote a previous Quartermaster general, ‘Nobody cares what you know until they know that you care.’ You have to show that you really care about the people in your organization.

Team. You have to be able to work together, value everybody’s input and consider that in all your decisions. Without that, if it’s not a team, you can’t have a positive culture.

Fun. You have to be able to enjoy your work at the same time that you are dedicated to the mission.”

Leadership in History

By Wayne Ditto

CES Basic Course Faculty

Walt Disney is known throughout the world as the imagination, creator, and developer behind two of the most famous amusement parks in the United States. Walt Disney never limited himself to the status quo.

He said, “When you’re curious, you find lots of interesting things to do. And one thing it takes to accomplish something is courage.”

This courage and curiosity resonates in the Basic Course objectives of developing yourself and your team, leading others and achieving results. By focusing on “real world problems” the course

starts and ends with students “learning how to learn.” As a member and leader in the Army Civilian Corps, attendance at the Basic Course provides you the opportunity to discover or improve new ways of leading and managing others.

Curiosity is defined as “the inquisitive interest in others’ concerns” (Merriam-Webster Dictionary). The course is not about providing “schoolhouse” solutions – it is about creating a climate of educational curiosity using critical thinking skills and incorporating intellectual standards in words and actions to explore, investigate, and learn.



It takes courage to challenge the status quo and strive to be the best you and your team can be to achieve the daily missions in support of the Warfighter.

Learning how to learn, think, and act are key to leading, developing, and achieving (FM 6-22, Army Leadership). As a leader these words should provide a constant reminder of our focus for the Army, your teams, your missions

and yourself.



AMSC proudly presents ... “Perspectives on Leadership”

Excerpts from the book:

“Many followers are those who comfortably work in the background to help meet the organizational goal. They are, in essence, the unsung heroes by today’s standards.”

-Garland H. Williams, COL, Ph.D.

“Organizations need individuals with moral character in leadership positions and throughout all levels of followers.”

-Pamela Raymer, Ed.D.

“Leaders must understand human behavior in order to be effective. Understanding how values and interests differ across generations is a valuable tool for leadership.”

-Arthur, P. McMahan, Ph.D.

“Understanding emotional intelligence is vital for leaders to meet the 21st Century challenges of an Army in transformation . . . an Army at war.”

-Constance Yelverton

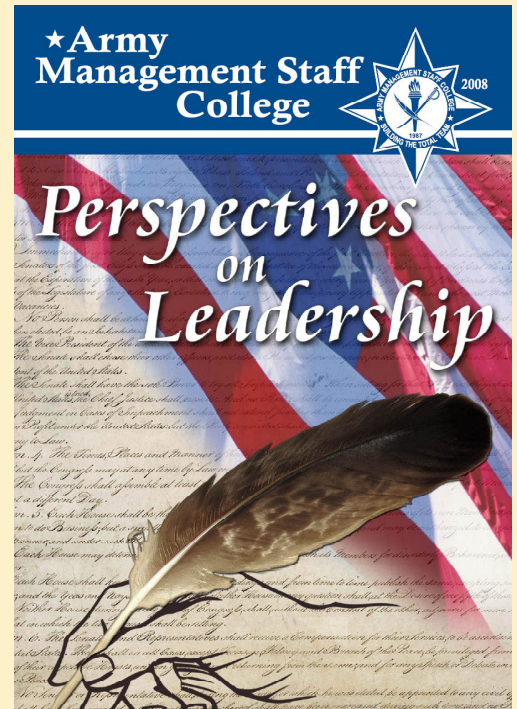
“The political paradigm maintains that in order for women to achieve political equality, they must participate and possess the same political savvy as men.”

-Angela Parham, Ph.D.

“We, as leaders, have a responsibility to exercise our judgment to make the most effective decision for our continual investment efforts for the success of the Army. If we fail to recognize the importance of investment and its associated challenges, we will fail as leaders of today and hinder our leaders of tomorrow.”

-John Plifka and Wayne Ditto

Coming to a bookshelf near you ...



AMSC is proud to present “Perspectives on Leadership,” a collection of essays on leadership by AMSC faculty and staff and includes a foreword by Secretary of the Army, Pete Geren.

“Perspectives on Leadership” will be released at the Association of the U.S. Army Annual Meeting October 6-8, 2008.

To request a copy, email us at perspectivesonleadership@conus.army.mil

Army Civilian Corps Career Path Guide

Part 4: The view from the top

By Bruce Burslie
Advanced Course Director

Editor's note: The AMSC News proudly presents the Army Civilian Corps Career Path Guide Part 4, the final installment of a four-part series. Each edition of AMSC News highlights tips and tools to help Army Civilian Corps members along the way on their career paths. We have addressed the most junior to the most senior levels of an Army Civilian's career and recommended courses to pursue along the way.

Student Perspective on Organizational Culture

Name three things that are necessary to promote a positive organizational culture.



Willie Vigil, Jr.
Strategic Planner
USAG Ansbach, Germany
Advanced Course 08-05
Graduate

"You need to have commitment, passion, and a personalized mission."

What does one write to Army Civilian leaders who have achieved the highest civilian positions in the Army? A fellow director asked what the article would be about and I half-seriously said, "Retirement."

Army Civilians who are coming to the end of successful civilian careers should stop to consider what is important as their professional life closes. There is no need for career path guidance for senior civilian leaders who have arrived. Senior Army Civilians demonstrate their professionalism and expertise by the responsible positions they occupy.

All senior leaders need to learn the skill of how to exit gracefully. As the old Kenny Rogers song, "The Gambler," says "You got to know when to hold 'em, know when to fold 'em. Know when to walk away, and know when to run." The song says that the "secret to survivin' is knowing what to throw away and knowing what to keep."

The wisdom of the gambler is good at any stage of our careers but it takes on more meaning as one considers what one's legacy to the organization will be. Army Civilians who reach positions of responsibility know that they did not achieve those positions of their own accord. There is a time when we must "pay back" that which has been given to us, both in our personal and our professional lives.

How do senior leaders "pay back" what they have been given? In Field Manual 6-22, "Army Leadership" Chapter 12, the writer states, "Most importantly, strategic leaders set the conditions for long-term success of the organization by developing subordinates who can take the institution to its next level of capability." One of the most rewarding experiences must be to leave the Army a better organization, not only because of one's own contributions, but also to leave the organization in the hands of capable subordinates that one has developed.

The best legacy any senior Army Civilian can leave to the organization is to serve as a role model who exhibits the attributes and demonstrates the competencies of an Army leader. Part of that legacy is to be a leader who gives their subordinates the opportunity to learn and develop. Today's subordinates will become the next generation of strategic leaders. The Civilian Education System is the Army's program for developing Army Civilian leaders. One of the best ways I can think of developing subordinates is to promote the Army Civilian Education System. What will your legacy be?



Diversity through the eyes of a young professional

By Samuel Thomas
Office Automation Technician

Editor's note: During the summer, AMSC hires several bright young professionals to assist faculty and staff with the completion of critical tasks. Samuel Thomas, currently a junior at Coastal Carolina University, is one of those young professionals. He has been working with the Foundation Course faculty on podcasting.

"Life is like a box of chocolates. You never know what you're going to get" (Forrest Gump, 1994). This iconic quote by fictional character, Forrest Gump, stands true to the idea of diversity and what makes it important. Like Gump's box of chocolates, each person in an organization is different. Some are old, some are young, some are self-starters, and others need a little nudge to get going in the right direction.

Being a member of the AMSC team has allowed me the opportunity to grow professionally, and I have been able to share my talents with the staff and faculty at the college. This summer, Arthur P. McMahan, Ph.D., Director of Educational Services at AMSC, conducted a workshop on intergenerational diversity for all the young professionals. We learned a few characteristics of each generation and talked about how to communicate with each other in order to achieve our collective mission.

During the workshop, we discussed how supervisors can create an organizational culture that embraces diversity. For example, employers should not dismiss a young applicant based on age or choose an older person because they expect his/her work ethic to be better than a younger applicant's. Remember there are a number of attributes to take into account when hiring personnel or supervising individuals.

Choosing someone with a lot of experience may be a safe way to play, but for things to progress, a leader may need to take a few risks. You could consider the recent college graduate who is eager to learn and can bring something new to the table that will contribute to the future successes of the organization. You'll never know what to expect from an applicant at a first glance but, when you see what is inside, you may find something great.

There were 15 young professionals this summer that really worked hard and volunteered to take on new tasks. Although there were some set guidelines for completing tasks, we were able to create new procedures to improve the effectiveness of our assigned project. This was our contribution to the current staff and to future young professionals. All in all, we created one fantastic box of chocolates.



Photo by Antoinette Smith

Back row from left: Phillip McMahan, David Sutton, Albert Baier, Ryan Deitterick **Middle row from left:** D'artagnan Alexander, Mykal Cummins, Andy Bowden, Lenard Chester **Front from left:** Bao Pham, Heather Deitterick, Christina Flowers, Alexis Patillo, Camille Thompson, Samone Conyers, Nick Pham



Photo by Albert Baier

Samuel Thomas recreates a famous scene from the motion picture, "Forrest Gump", outside of Humphreys Hall at Fort Belvoir, Va.

Leader Competencies for Cultural Change

By Robert Page

HQDA G-1

Competency	Observable/Measurable Behaviors
Knowledge	<ul style="list-style-type: none"> • Lean Six Sigma • Other improvement methodologies • Statistics
Skills	<ul style="list-style-type: none"> • Train/mentor/coach others at all levels in improvement techniques • Work through ambiguous/complex issues • Manage change • Manage projects • Communicate effectively (writing, speaking, presenting)
Ability	<ul style="list-style-type: none"> • Uncover improvement opportunities • Align improvement activities with Army strategic intent • Champion and facilitate continuous improvement • Analyze business cases • Estimate Return on Investment for improvement initiatives
Other Characteristics	<ul style="list-style-type: none"> • Have business acumen • Model behaviors consistent with a culture of continuous improvement • Influence and negotiate

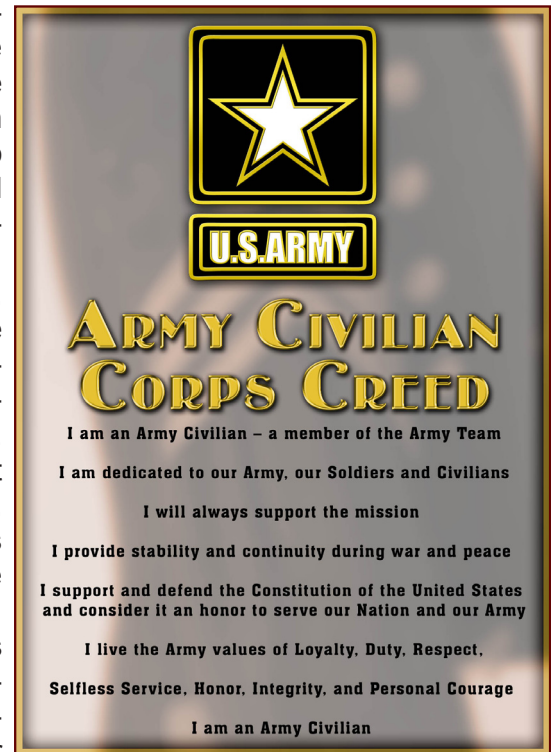
Culture can be defined as simply as “the way things are done around here” or as a complex description of factors that anthropologists would use to describe a single culture or how one culture differs from another. These factors include, but are not limited to, values, beliefs, ceremonies, rewards, taboos, legends, stories, language, power, and authority.

Army culture, as described in the Soldier’s Creed, Civilian Corps Creed, Army Values, and Warrior Ethos is reinforced on a daily basis through Army policy, leader behavior, communication channels and peer socialization. New-comers to the Army are expected to adapt to the Army’s culture through a “greening” process to become a fully integrated member of the Army family.

No culture, however, is impervious to change and leadership, and leaders are critical to successful cultural adaptation. Leadership identifies what changes need to occur, and the role of leaders is to make needed change happen.

Army leadership has identified “creating a culture of continuous improvement” as a major transformation goal and selected Lean Six Sigma methodologies as the principal means for achieving this cultural transformation. The chart on the left highlights the leader competencies that are needed to support the goal of creating a culture of continuous improvement.

The Department of Defense has defined competency as, “an (observable) measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to perform their work successfully.” The table contains a list of competencies that are frequently mentioned as relating to the creation and sustainment of a culture of continuous improvement. By doing a gap analysis using this competency inventory, Army leaders can determine their readiness to lead or target competency development in areas where a gap may exist between where they are and what the Army needs.



CHRTAS & CES

Office of the Registrar

Civilian Human Resource and Training Application System (CHRTAS) and the Civilian Education System (CES) are common terms used in the AMSC Registrar's Office. CHRTAS is the application system that students use to register for CES courses.

The FY 09 schedule is currently available and is open to Department of Army Civilians worldwide. As application deadlines are steadily approaching (see pages 9 and 10 for the full CES and Command Programs schedule) we encourage you and your staff to sign up for CES and become a part of AMSC history.



AMSC

FAQs:

How do I apply for a course?

Apply Here:



Where do I go for distributed Learning (dL) technical support?

Contact us at dlteam@conus.army.mil

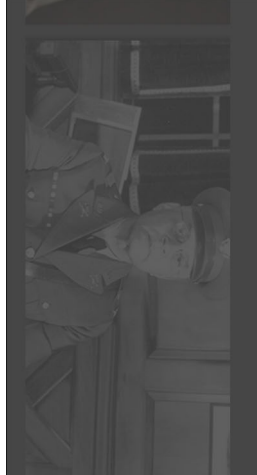
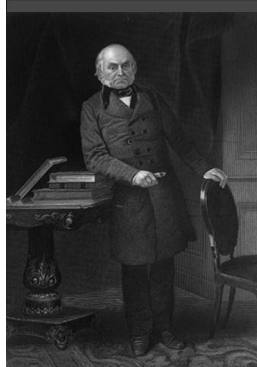
When will I be notified that I am actually in the class?

You will be notified via e-mail that you have a reservation in the class upon approval from your Training Coordinator.

What do I do if my application is approved by my Training Coordinator, and the e-mail indicates that I am in a wait status?

We recommend you begin working on your distributed learning (dL) in the event you are elevated to a reservation due to cancellations.

COURSE SCHEDULE



CES & CESL SCHEDULE FOR FY-09

Basic Course(BC) 1-250-C60

Course #	Course Dates	App Deadline	Location
BC 09-001	20 Oct 08- 31 Oct 08	19-Aug-08	Leavenworth
BC 09-002	8 Dec 08-19 Dec 08	7-Oct-08	Leavenworth
BC 09-003	5 Jan 09-16 Jan 09	6-Oct-08	Leavenworth
BC 09-004	26 Jan 09-6 Feb 09	27-Oct-08	Leavenworth
BC 09-005	23 Feb 09-6 Mar 09	24-Nov-08	Leavenworth
BC 09-006	16 Mar 09-27 Mar 09	15-Dec-08	Leavenworth
BC 09-007	6 Apr 09-17 Apr 09	5-Jan-09	Leavenworth
BC 09-008	4 May 09-15 May 09	2-Feb-09	Leavenworth
BC 09-009	1 Jun 09-12 Jun 09	2-Mar-09	Leavenworth
BC 09-010	13 Jul 09-24 Jul 09	13-Apr-09	Leavenworth
BC 09-011	3 Aug 09-14 Aug 09	4-May-09	Leavenworth
BC 09-012	24 Aug 09-4 Sep 09	25-May-09	Leavenworth
BC 09-013	14 Sep 09-25 Sep 09	15-Jun-09	Leavenworth

Intermediate Course(IC) 1-250-C61

Course #	Course Dates	App Deadline	Location
IC 09-001	6 Oct 08-24 Oct 08	5-Aug-08	Leavenworth
IC 09-001	6 Oct 08-24 Oct 08	5-Aug-08	Belvoir
IC 09-002	3 Nov 08-21 Nov 08	2-Sep-08	Leavenworth
IC 09-002	3 Nov 08-21 Nov 08	2-Sep-08	Belvoir
IC 09-003	1 Dec 08-19 Dec 08	1-Oct-08	Belvoir
IC 09-004	5 Jan 09-23 Jan 09	6-Oct-08	Leavenworth
IC 09-004	5 Jan 09-23 Jan 09	6-Oct-08	Belvoir
IC 09-005	2 Feb 09-20 Feb 09	3-Nov-08	Leavenworth
IC 09-005	2 Feb 09-20 Feb 09	3-Nov-08	Belvoir
IC 09-006	2 Mar 09-20 Mar 09	1-Dec-08	Leavenworth
IC 09-006	2 Mar 09-20 Mar 09	1-Dec-08	Belvoir
IC 09-007	30 Mar 09-17 Apr 09	29-Dec-08	Leavenworth
IC 09-007	30 Mar 09-17 Apr 09	29-Dec-08	Belvoir
IC 09-008	27 Apr 09-15 May 09	26-Jan-09	Leavenworth
IC 09-008	27 Apr 09-15 May 09	26-Jan-09	Belvoir
IC 09-009	26 May 09-12 Jun 09	24-Feb-09	Leavenworth
IC 09-009	26 May 09-12 Jun 09	24-Feb-09	Belvoir
IC 09-010	22 Jun 09-10 Jul 09	23-Mar-09	Leavenworth
IC 09-010	22 Jun 09-10 Jul 09	23-Mar-09	Belvoir
IC 09-011	20 Jul 09-7 Aug 09	20-Apr-09	Leavenworth
IC 09-011	20 Jul 09-7 Aug 09	20-Apr-09	Belvoir
IC 09-012	17 Aug 09-4 Sep 09	18-May-09	Leavenworth
IC 09-012	17 Aug 09-4 Sep 09	18-May-09	Belvoir
IC 09-013	14 Sep 09-2 Oct 09	15-Jun-09	Belvoir

Advanced Course(AC) 1-250-C62

Course #	Course Dates	App Deadline	Location
AC 09-001	6 Oct 08-31 Oct 08	7-Jun-08	Belvoir
AC 09-002	5 Jan 09-30 Jan 09	6-Sep-08	Belvoir
AC 09-003	9 Feb 09-6 Mar 09	11-Oct-08	Belvoir
AC 09-004	16 Mar 09-10 Apr 09	15-Nov-08	Belvoir
AC 09-005	20 Apr 09-15 May 09	20-Dec-08	Belvoir
AC 09-006	26 May 09-19 Jun 09	25-Jan-09	Belvoir
AC 09-007	10 Aug 09-4 Sep 09	11-Apr-09	Belvoir

Continuing Education for Senior Leaders(CESL) 1-250-C63

Course #	Course Dates	App Deadline	Location
CESL 09-001	1 Dec 08 – 5 Dec 08	2-Oct-08	Belvoir
CESL 09-002	2 Feb 09-6 Feb 09	4-Dec-08	Belvoir
CESL 09-003	18 May 09-22 May 09	20-Mar-09	Belvoir
CESL 09-004	3 Aug 09-7 Aug 09	5-Jun-09	Belvoir

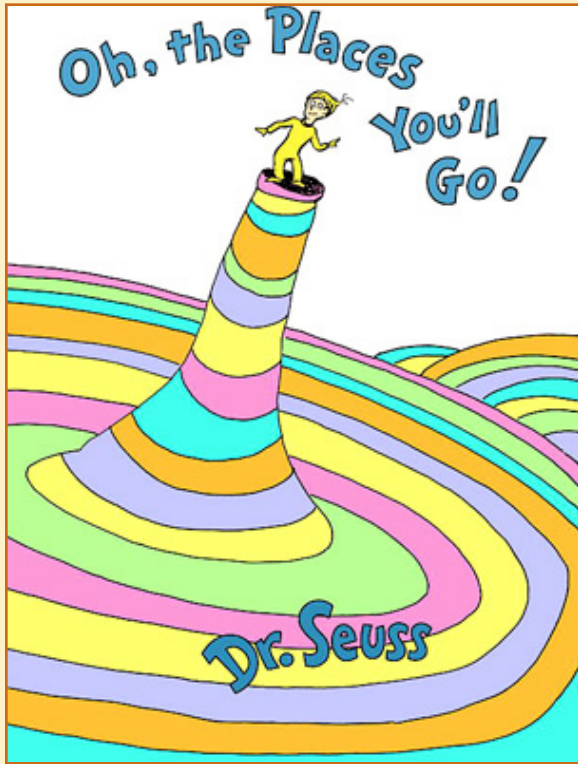
C O U R S E S C H E D U L E



COMMAND PROGRAMS SCHEDULE FOR FY-09				
Garrison Precommand Course (GPC) 1B-SI6Y				
	Course #	Course Dates	Appl Deadline	Location
	GPC 09-1	23 Feb - 20 Mar 09	None	Belvoir
	GPC 09-2	20 Apr - 15 May 09	None	Belvoir
	GPC 09-3	3 Aug - 28 Aug 09	None	Belvoir
Garrison Command Sergeant Major Course (GCSMC) 521-F8				
	Course #	Course Dates	Appl Deadline	Location
	GCSMC 09-1	2 Mar - 17 Mar 09	None	Belvoir
	GCSMC 09-2	27 Apr - 12 May 09	None	Belvoir
	GCSMC 09-3	10 Aug - 25 Aug 09	None	Belvoir
General Officer Senior Commander Course (GOSCC) 1A-F5				
	Course #	Course Dates	Appl Deadline	Location
	GOSCC 08-5	30 Sep 08 - 3 Oct 08	None	Belvoir
	GOSCC 09-1	2 Feb - 5 Feb 09	None	Belvoir
	GOSCC 09-2	1 Jun - 4 Jun 09	None	Belvoir
	GOSCC 09-3	29 Sept-2 Oct 09	None	Belvoir
Director of Plans, Training, Mobilization, and Security Course (DPTMS)				
	Course #	Course Dates	Appl Deadline	Location
	DPTMS 09-1	27 Oct - 7 Nov 08	12-Sep-08	Belvoir
	DPTMS 09-2	15 Jun - 26 Jun 09	1-May-09	Belvoir
	DPTMS 10-1	26 Oct-6 Nov 09	12-Sep-09	Belvoir
Anti-Terrorism Force Protection Level IV (ATFP4) 1B-SI6Y				
	Course #	Course Dates	Appl Deadline	Location
	ATFP4 09-1	23 Mar - 26 Mar 09	6 Feb 09	Belvoir
	ATFP4 09-2	18 May - 21 May 09	3 Apr 09	Belvoir
	ATFP4 09-3	31 Aug - 3 Sept 09	17 Jul 09	Belvoir

“Oh, the Places You’ll Go” with the Right Tone and Attitude!

By Deanie Deitterick ...with the help of Dr. Seuss



It's easy to get caught up in the stress of getting things done, especially at a time when our Nation is at war. So many people depending on you to make the right decisions can put a strain on your patience and your self-confidence! The trick is to control your emotions. If you and your organization have prepared them well, your followers are acutely aware of the effort it takes to keep Soldiers in the field safe and equipped with the tools they need to get their job done, and most followers work diligently towards that effort.

***And when things start to happen,
don't worry. Don't stew.
Just go right along.
You'll start happening too.***

But when you have to deal with difficult people, remain calm and choose your words, tone of voice, expressions, and body language carefully. The best way to conduct unpleasant counseling is to be firm while keeping your communication skills and your emotions in check. When your frustration and anger show, you lose your audience. It will only confirm to them that you are the one who is out of control, which gives them (in their own minds) the right to ignore the entire conversation.



***I'm sorry to say so but, sadly, it's true,
and hang-ups can happen to you.
You can get all hung up in a prickly perch.
And your gang will fly on; you'll be left in a Lurch.***

General (Ret.) William G. T. Tuttle, Jr., said in an interview for AMSC's book, "Perspectives on Leadership," "Be kind to people; you don't have to demean them as persons; you criticize behavior, not the person." Keep in mind what you want to accomplish, and with the right tone and attitude, oh the places you can go!

***Just never forget to be dexterous and deft.
And never mix up your right foot with your left.
And will you succeed? Yes! You will, indeed!
(98 and $\frac{3}{4}$ percent guaranteed!)***



LEADERSHIP WORD SEARCH

C M O C Y T T O E N R S I E N E G E
 I A U I H A E T A N I D R O O C O D
 T N Y N E A L H S W R C A I I L L U
 F A A T E R N V N I N C I I T C U C
 N G N O I T A G E L E D W L A T S A
 F E P S E L F D E V E L O P M E N T
 R M L A N O I T A Z I N A G R O R I
 P E T E E Y C B T I C D E E O H I O
 I N S T I T U T I O N A L L F T R N
 H T L I D I S N U S C T N F S E E E
 S I I L L L O Y E O N B E S N G S C
 R W A R R I O R E T H O S G A D U A
 E O T R S B E R G E A I P R R L I E
 D L I S E I I N B I Y M E S T I N M
 A N I A E X T I C I S V I U E A T A
 E M O T N E C S Y E E I R L Y R R Y
 L E A F I L N Y S L L E R I C N R S
 T M E R I F C L C A T T I A T E E D

change
 transformation
 climate
 culture
 organizational
 Warrior Ethos
 institutional
 self development
 education
 responsibility
 coordinate
 flexibility
 resilience
 management
 mission
 leadership
 delegation
 integrity
 leverage



We welcome your feedback.
 Send us your comments and questions.
 E-mail us at
amsnewsletter@conus.army.mil

Student perspective on leadership

How does the climate and culture of your workplace affect your leadership skills?



Dana Chatman
 AMC Fellow
 Fort Monmouth, N.J.
 Intermediate Course 08-07
 Graduate

“In my opinion, the culture and climate of the organization plays a great deal in the way that employees perform and also in the overall morale of the company. A culture and climate that involves positivity that’s uplifting to employees and gives them the freedom to improve their careers as well as improve the organization -- makes everything function a lot more smoothly than an organization that isn’t conducive to a positive atmosphere.”

AMSC Hails and Farewells

ARRIVALS

Office Automation Technician
 Philip McMahan

CES Faculty

Barry Leslie
 Sonja Moyer
 Leo McArdle, Ph.D.
 Peter Cook

AMSC Fellows

Jeramy Cook
 Nayvette Fowlkes

DEPARTURES

Valman D. Cummins
 Cathy Hand
 SGM Constance Sims
 SGT Quentin O'Bryan

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